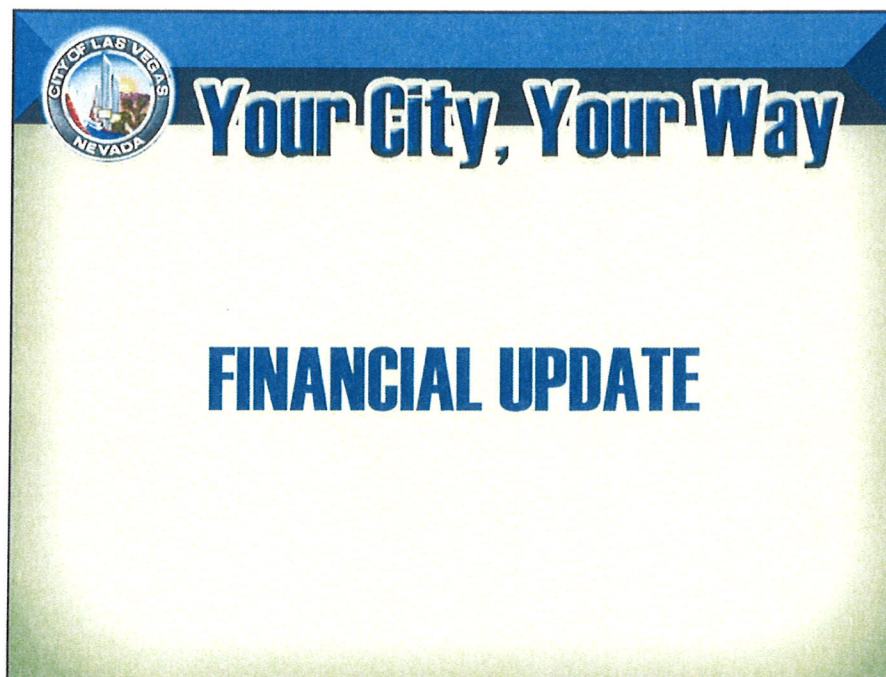



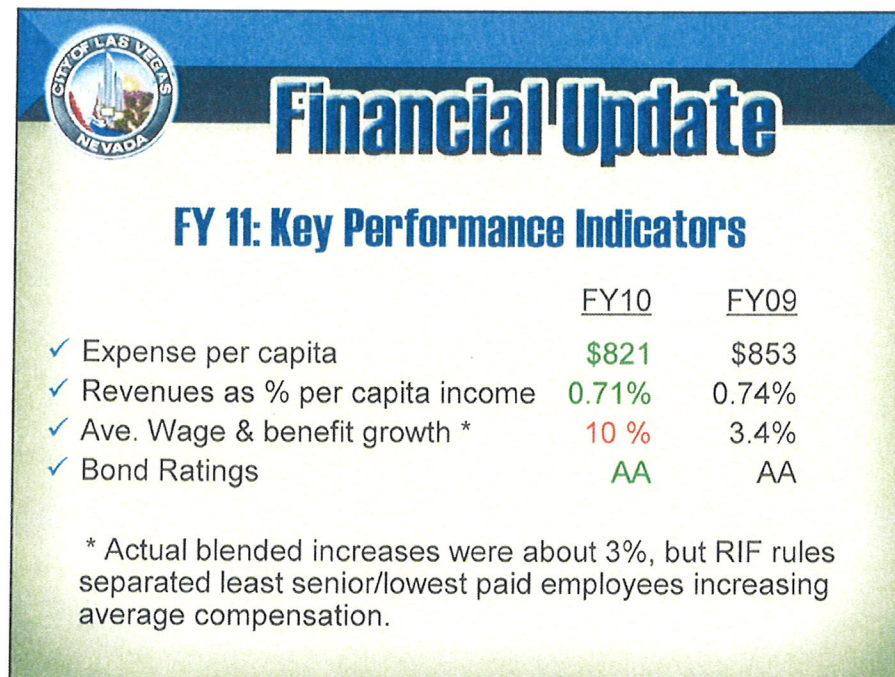
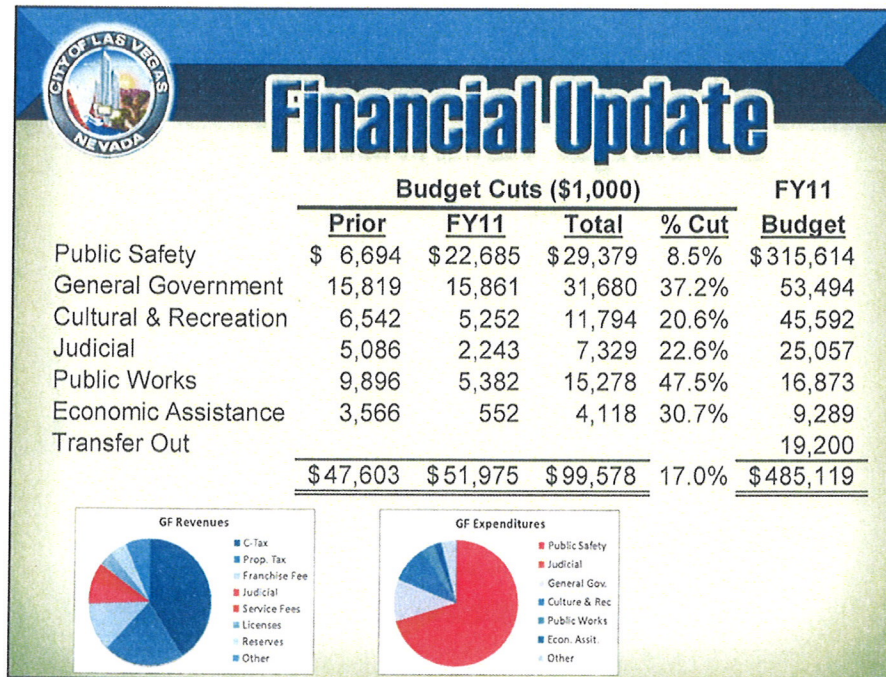
Today's Meeting


AGENDA

- I. Welcome**
- II. Presentation- City Manager**
Betsy Fretwell
- III. Small-Group Discussions**

	FY08	FY11	Change
Assessed Value	\$24.6 B	\$14.3 B	-42%
Property Tax Rev.	\$114 M	\$92 M	-19%
Cons. Tax Rev.	\$251 M	\$198 M	-21%
Gen. Fund Exp.	\$519 M	\$485 M	-7%
Population	590,321	591,422	0%
Ave. Gross Wage	\$60,022	\$71,051	18%





Financial Update

Revenues (\$527M in FY08 to \$464M in FY10):


- Dropped To 2005 Levels
- No New Taxes
- Use Of Reserves

Expenses (\$529M in FY07 to \$469 in FY10):

- Cut \$100 Million
- Cut 600 Positions
- Cut Cost Of Labor

Deficit:

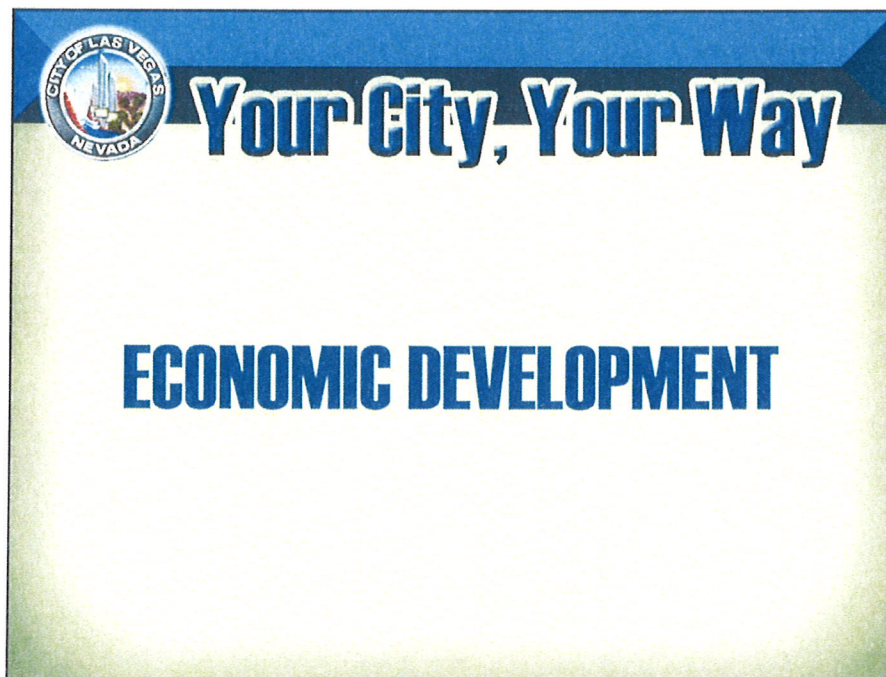
- Reduced \$400 Million To \$66 Million



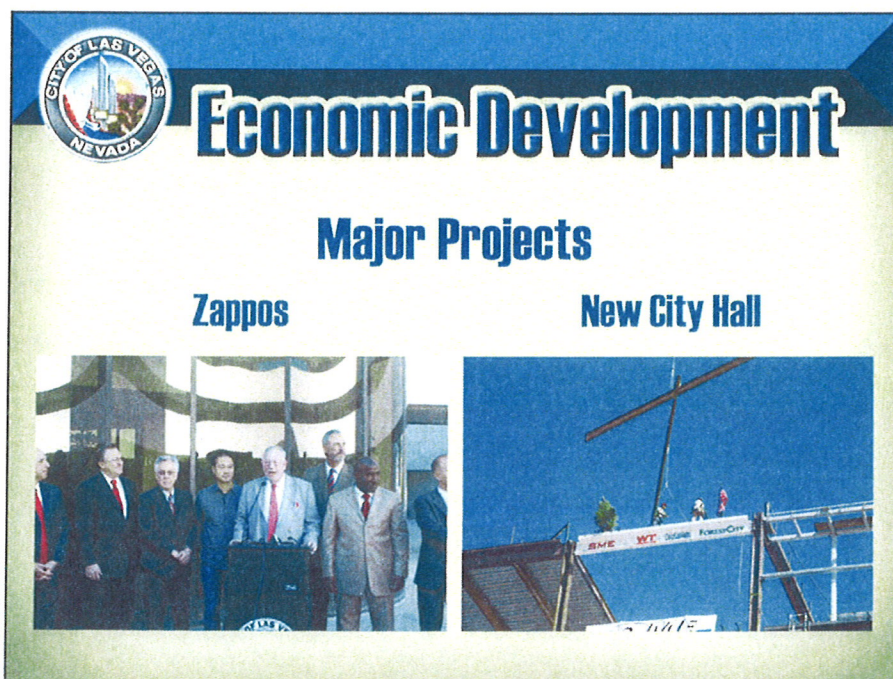
Financial Update

Biggest Impact

- Labor Agreements/Concessions
- All Four Employee Unions
- Representing 2,355 Employees
- Savings: **\$36 million**



ECONOMIC DEVELOPMENT




Zappos




New City Hall




 **Economic Development**

Major Projects


Smith Center



Lou Ruvo Center




Cleveland Clinic
Lou Ruvo Center for Brain Health
888


 **Economic Development**

Major Projects


Fremont East



Mob Museum





THE MUSEUM




Economic Development

Major Projects

61 Acres




CITY COUNCIL AND COMMUNITY PRIORITIES




City Council and Community Priorities

- Sustainable, livable neighborhoods
- Vibrant urban fabric
- Fiscally sound government
- Pro-business environment
- Safe city
- Citizen engagement



City Council and Community Priorities


HOW DID WE DO?



City Council and Community Priorities

Successes

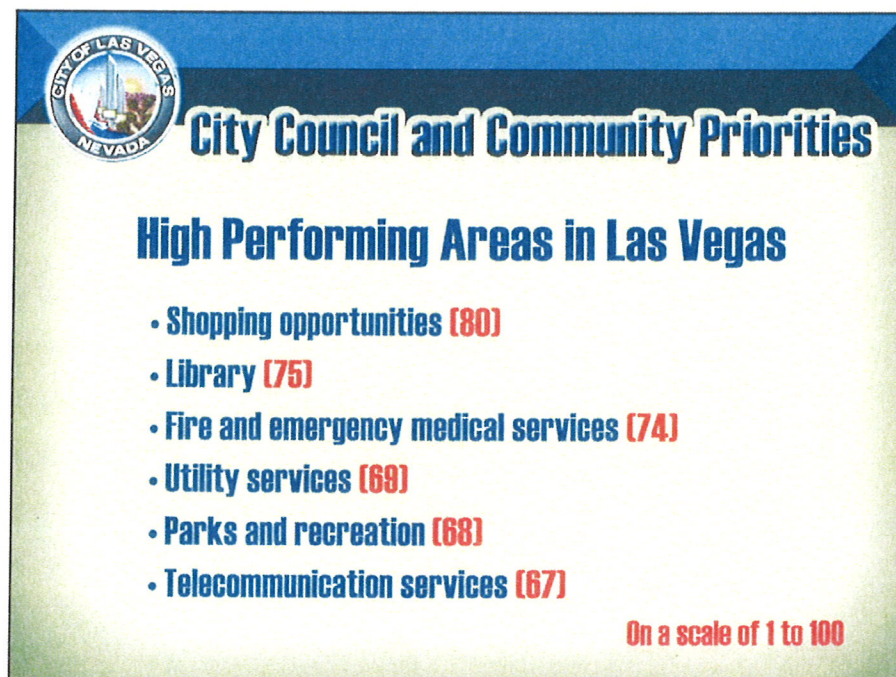
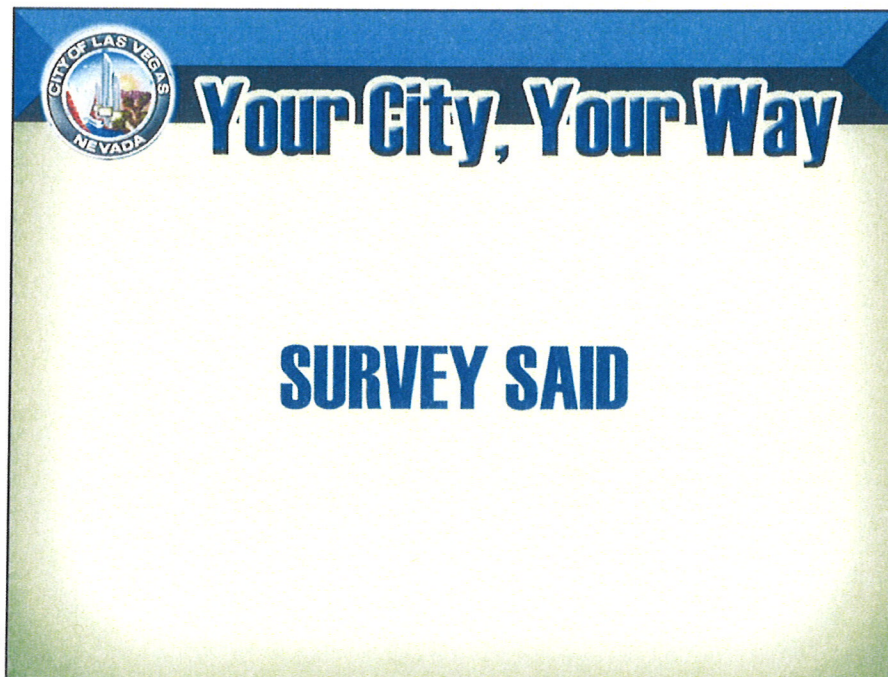
- **Crime decreased**
- **Emergency response improved**
- **Greenhouse gases down 5%**




City Council and Community Priorities

Areas of Focus

- **Economic diversity**
- **Jobs creation**
- **Falling real estate values**






City Council and Community Priorities

Areas that Drive Citizen Satisfaction

The following areas have the greatest leverage on improving satisfaction:

- Economic health
- Public schools
- Local government management
- Transportation infrastructure
- Community events



City Council and Community Priorities

Lowest Performing Areas

- **Economic Health**
 - Availability of jobs [18]
 - Stability of property values [18]
 - Strength of local economy [18]
 - Quality of jobs [34]
- **Public Schools**
 - Preparation for college [34]
 - Preparation for careers [34]
- **Local Government Management**
 - Wisely spend money [35]

On a scale of 1 to 100



City Council and Community Priorities

Services Below the Midpoint for Importance

Service	Importance	Expenditure
Government-access TV	5.3	\$ 1,824,595
Downtown Development/ Redevelopment	5.7	\$ 16,844,620
Animal Control	5.7	\$ 3,256,777
Parking Enforcement	5.8	\$ 3,791,656
Performing Arts, Culture and Special Events	6.1	\$ 6,323,945
Conducting Online Transactions with the City*	6.1	\$ 1,000,000
Homeless Services	6.3	\$ 2,167,316
Business Licensing Enforcement	6.3	\$ 3,557,091
Neighborhood Clean-ups and Events	6.4	\$ 630,574
Pools and Water Safety Classes	6.4	\$ 406,177
Recreational Programs (Sports, Classes, Camps)	6.4	\$ 6,730,120
Graffiti Removal	6.5	\$ 608,182
Development Services (Planning, Zoning, Inspections, Permits)	6.5	\$ 16,444,911
Code Violation Enforcement	6.5	\$ 3,395,307
Parks and Sports Fields Maintenance	6.5	\$ 19,181,850



City Council and Community Priorities

Services Above the Midpoint for Importance

Service	Importance	Expenditure
Emergency Medical Services	7.9	\$ 22,067,509
Firefighting Services	7.8	\$ 64,692,917
Reliability of Sewer Services	7.6	\$ 82,539,335
Economic Development (Jobs) (sat=3.3)	7.4	\$ 5,679,652
Street Maintenance	7.4	\$ 1,819,181
Street Lighting	7.4	\$ 7,585,618
After School Youth Programming (Safekey)	7.4	\$ 4,910,044
Law Enforcement in City Parks and Facilities	7.1	\$ 9,107,430
City Jail (Misdemeanor Detention Center)	7.0	\$ 38,614,649
Municipal Court	7.0	\$ 18,630,172
Traffic Control	6.8	\$ 5,618,286
Fire Prevention Inspections	6.8	\$ 3,359,324
Active Adult and Senior Citizens Programming	6.8	\$ 2,680,062
Parks and Trails	6.7	\$ 10,709,868
Legal Assistance for Senior Citizens	6.7	\$ 733,213
Trash, Debris and Illegal Sign Removal	6.6	\$ 123,055
City Community Centers	6.6	\$ 7,466,118

